Public Service Commission of Canada

2008-2009 Estimates

Report on Plans and Priorities

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Minister of Canadian Heritage, Status of Women and Official Languages

Public Service Commission of Canada
2008-2009 Report on Plans and Priorities

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SECTION I - OVERVIEW

PRESIDENT'S MESSAGE

I am pleased to present the Public Service Commission's (PSC) 2008-2009 Report on Plans and Priorities.

The PSC is an independent agency reporting to Parliament, mandated to safeguard the integrity of the public service staffing system and the political neutrality of the public service. In addition, the PSC recruits qualified Canadians from across the country.

Our goal with this Report is to provide Parliament with detailed and accurate information about our organization's plans and priorities during this planning period and the strategies we will use to achieve our objectives.

We also identify the risks, challenges, and opportunities inherent in our mandate under the *Public Service Employment Act* (PSEA) and confirm the resources required by the PSC to fulfill our responsibilities.

Our strategic outcome has remained constant - to provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.

As part of our preparations for this planning period, the PSC's priorities were adjusted to reflect the progress made during the previous period, to more clearly state our statutory responsibilities to Parliament and to underline the role of the PSC in a modernized staffing and recruitment system.

The PSC's key priorities for 2008-2009 are to:

- Fully implement the new PSEA;
- Provide independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service;
- Enable organizations to manage their delegated responsibilities;
- Provide integrated and modernized staffing and assessment services; and
- Build on the model organization.

We will continue to work with departments and agencies to build on the progress made in implementing the essential elements required under the PSEA. Through proactive outreach, the PSC is working with its partners and other stakeholders to ensure that managers and human resource practitioners are fully aware of the modernized approach to staffing and recruitment.

The PSC has invested heavily in modernizing and transforming our services. Under the PSEA, we were directed to take on new activities and the demand for our services has continued to grow beyond what was expected in the delegated regime. Resources have been reallocated internally to priority areas. On December 6, 2007, Treasury Board provided us with some increased capacity to recover costs from departments and agencies. In the new funding framework, more of our services will be provided on a cost recovery basis and those revenues will be used to continue to deliver quality services to clients across government.

The enduring strength of an organization is its people. Our success during this period of significant change would not be possible without the dedication of our employees. This year, we will be initiating a short survey to engage employees in improving our work and our workplace.

The PSC will be marking its centenary in 2008. The Commission was established to oversee a merit-based, non-partisan public service and those values are as relevant today as they were one hundred years ago. Through this report, we are charting a course that will allow this important Canadian institution to fulfill its mandate, support public service renewal and help make the federal government an employer of choice for Canadians.

MANAGEMENT REPRESENTATION STATEMENT

We submit for tabling in Parliament, the 2008-2009 Report on Plans and Priorities (RPP) for the Public Service Commission (PSC).

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2008-2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports.*

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat (TBS) guidance;
- It is based on the PSC's Strategic Outcome and 2008-2009 program activities that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to the PSC; and
- It reports finances based on approved planned spending numbers from the TBS in the RPP.

The PSC's Executive Management Committee oversees preparation of the report and approves it after receiving advice from the PSC Internal Audit Committee.

Maria Barrados, PhD
President
January 24, 2008

Gerry Thom
A/Senior Financial Officer
January 24, 2008

SUMMARY INFORMATION

Mission, Vision and Values - Striving for Excellence

The Public Service Commission (PSC) is dedicated to building a public service that strives for excellence. We protect merit, non-partisanship, representativeness and the use of both official languages.

We safeguard the integrity of staffing in the public service and the political impartiality of public servants. We develop policies and guidance for public service managers and hold them accountable for their staffing decisions. We conduct audits and investigations to confirm the effectiveness of the staffing system and to make improvements. As an independent agency, we report our results to Parliament.

We recruit talented Canadians to the public service, drawn from across the country. We continually renew our recruitment services to meet the needs of a modern and innovative public service.

Values to Guide our Actions

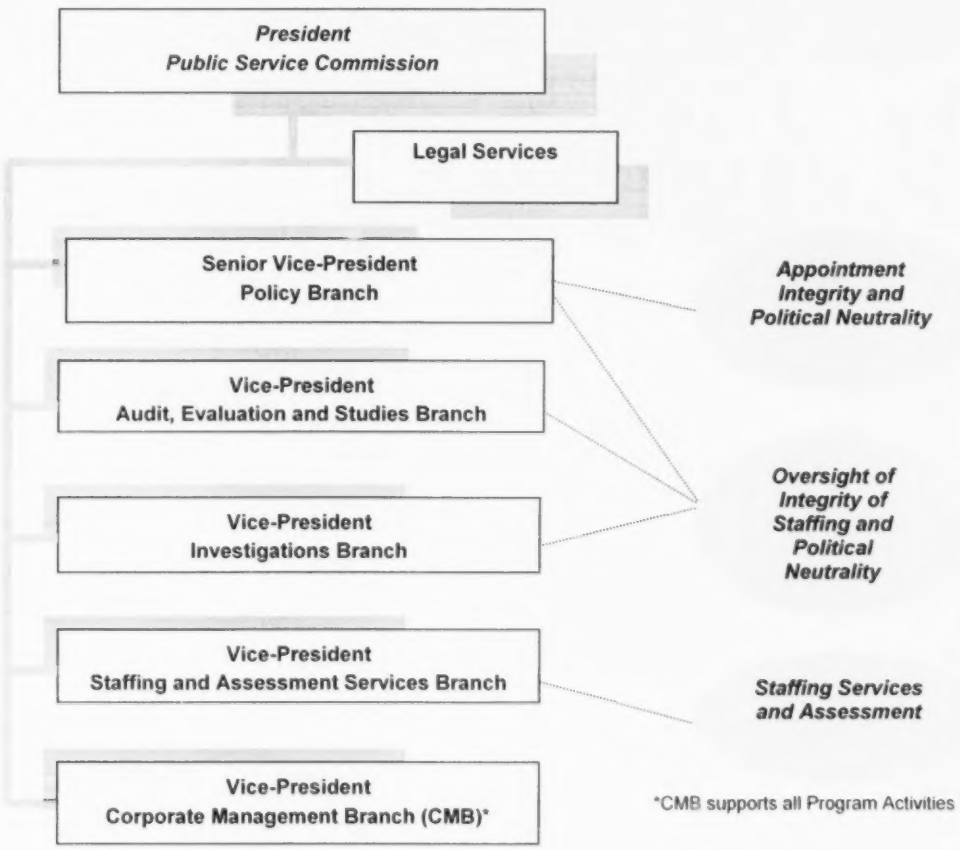
In serving Parliament and Canadians, we are guided by and proudly adhere to the following values:

- **INTEGRITY** in our actions;
- **FAIRNESS** in our decisions;
- **RESPECT** in our relationships; and
- **TRANSPARENCY** in our communication.

Organizational Information

The Public Service Commission (PSC) is an independent agency reporting to Parliament on matters under its jurisdiction. The Commission consists of a President and two or more part-time Commissioners appointed for a maximum period of seven years. The President and the Commissioners are appointed by the Governor in Council. The appointment of the President is made under the Great Seal after approval by the Senate and the House of Commons. The President's position is currently held by Maria Barrados; the two Commissioner positions are held by Manon Vennat and David Zussman. The President is the Chief Executive Officer and is accountable to the Commission under the *Public Service Employment Act* (PSEA). She is also accountable to the Minister of Canadian Heritage for specific duties and responsibilities under the *Financial Administration Act.*

Five branches headed by vice-presidents support the President in her role as Chief Executive Officer and contribute to the achievement of the PSC's strategic outcome. An organization chart outlining the PSC's internal structure and accountability is presented below. More information related to our organizational structure is presented in section IV.



Supporting the Government of Canada's Outcomes

The PSC's strategic outcome of providing Canadians with a highly competent, non-partisan and representative public service fully supports the Government of Canada's outcomes, as outlined in *Canada's Performance 2006-2007* (http://www.tbs-sct.gc.ca/reports-rapports/cp-rc/2006-2007/cp-rctb-eng.asp). The PSC plays a central role in safeguarding and fostering the integrity of the staffing system and the political neutrality of the public service through monitoring, audits, studies, evaluations and investigations in support of the government's public policy values of equity, transparency, fairness and representativeness. It is also a central enabler of the government's staffing system through the recruitment, staffing and assessment services it offers departments and agencies. The PSC reports annually to Parliament.

The PSC also supports the Government's commitment for public service renewal. The PSC is supporting organizations in achieving their objective to significantly increase the number of post-secondary graduates appointed directly to indeterminate positions. The PSC is also reducing the time it takes to access second language oral interaction testing.We are also working with central agencies to minimize the reporting burden on departments and agencies to support the PSC's Staffing Management Accountability Framework (SMAF), the Treasury Board's Secretariat Management Accountability Framework (MAF) and the people component of the MAF.

The PSC is also adapting its products and services to ensure that departments and agencies continue to have access to professional recruitment, staffing and assessment services and recruitment tools that Canadians and hiring managers use for employment opportunities in the public service. These tools provide timely assistance to departments and agencies to increase efficiencies in staffing processes at a time when recruitment is increasing.

Finally, through its programs and services, the PSC directly contributes to the Government of Canada's outcomes of fostering a diverse society that promotes linguistic duality and social inclusion. It does so by ensuring that federal public service staffing policies protect merit, non-partisanship, representativeness and the use of both official languages, and by monitoring and assessing compliance with those policies.

Financial Tables

Table 1: Voted and Statutory Items

Vote or Statutory Item	Truncated Vote or Statutory Wording	**2008-2009 Main Estimates**	2007-2008 Main Estimates
		($ thousands)	
80	Program Expenditures	**84,955**	90,032
(S)	Contributions to Employee Benefit Plans	**11,673**	13,174
	Total Voted and Statutory Items	**96,628**	103,206

Table 2: Departmental Planned Spending and Full Time Equivalents

($ thousands)	Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
By Program Activity				
Appointment Integrity and Political Neutrality	18,580	**19,334**	19,826	20,410
Oversight of Integrity of Staffing and Political Neutrality	29,794	**34,211**	37,623	40,863
Staffing Services and Assessment	60,832	**57,083**	48,212	44,389
Budgetary Main Estimates (Gross)	109,206	**110,628**	105,661	105,662
Less: Respendable Revenue (Note 1)	6,000	**14,000**	14,000	14,000
Total Main Estimates	103,206	**96,628**	91,661	91,662
Adjustments				
Supplementary Estimates (B)				
-Second Language Evaluation	655			
Less: Spending authorities available within the vote	(655)			
Other				
Operating budget carry forward	4,916			
Collective agreements	550			
Adjustment entry to reconcile to best estimate of expenditures	(1,974)			
Internal Audit	214			
Assessment and Counselling Services and Products				
-Expenses	3,500	**1,900**	1,900	1,900
-Revenues Credited to the Vote	(3,500)			
Public Service Staffing Modernization Project (PSSMP) reprofiled resources from 2007-2008 to 2008-2009		**1,082**		
Internal Realignment				
-Appointment Integrity and Political Neutrality		**(2,357)**	(2,357)	(2,357)
-Oversight of Integrity of Staffing and Political Neutrality		**1,895**	1,895	1,895
-Staffing Services and Assessment		**462**	462	462
Public Service Resourcing System (PSRS)			7,200	7,300
Total Adjustments	3,706	**2,982**	9,100	9,200
Total Planned Spending	106,912	**99,610**	100,761	100,862
Less: Non-Respendable Revenue (Note 2)	1,340	**1,900**	1,900	1,900
Plus: Cost of Services Received Without Charge	16,164	**17,351**	17,379	17,408
Total PSC Spending	121,736	**115,061**	116,240	116,370
Full-Time Equivalents	1,013	**1,030**	1,021	1,012

Note 1: The PSC obtained increased authority to respend revenues from increased Assessment and Counselling Services and Products for 2007-2008 and future years.

Note 2: This non-respendable revenue corresponds to the employee benefit plan (EBP) component of the Assessment and Counselling Services and Products which is credited to the Consolidated Revenue Fund (CRF).

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
99,610	100,761	100,862

Human Resources (Full-Time Equivalents)

2008-2009	2009-2010	2010-2011
1,030	1,021	1,012

Priorities List

The PSC has identified five priorities that will be the focus for the period 2008-2009 to 2010-2011. The priorities have been revised and a new third priority added to reflect our progress over the last year and to highlight the emerging issues, changing operational environment and evolving roles introduced by the PSEA.

Priorities	Type of Priority
I. Fully implement the new PSEA	Previously committed
II. Provide independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service	Previously committed (revised)
III. Enable organizations to manage their delegated responsibilities	New
IV. Provide integrated and modernized staffing and assessment services	Previously committed (revised)
V. Build on the model organization	Previously committed (revised)

Program Activities by Strategic Outcome

The PSC's strategic outcome is to provide Canadians with:

A highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.

This table presents the PSC's program activities, the expected results each program activity is to achieve and the planned spending over the next three years.

Program Activities	Expected Results/Outputs	Planned Spending ($ thousands)			Contributes to the following priority
		2008-2009	2009-2010	2010-2011	
Appointment Integrity and Political Neutrality	Recruitment strategies and staffing practices, consistent with the new PSEA and PSC strategic outcome, are implemented across the public service	16,977	17,469	18,053	1, 3 and 5
Oversight of Integrity of Staffing and Political Neutrality	1. Organizations have implemented PSC monitoring and audit recommendations 2. Enhanced risk-based oversight of the integrity of public service staffing	36,106	39,518	42,758	2, 3 and 5
Staffing Services and Assessment	Staffing and assessment services and products meet the business needs of clients and are consistent with the PSEA and the PSC's strategic outcome	46,527	43,774	40,051	3, 4 and 5

Results Chain

The following results chain links what we deliver to the results we expect to achieve in the short, medium and long terms.

What we do (Program Activities)

Appointment Integrity and Political Neutrality	Oversight of Integrity of Staffing and Political Neutrality	Staffing Services Assessment

Contribute to the Following Priorities

Priorities 1, 3 and 5	Priorities 2, 3 and 5	Priorities 3, 4 and 5

2008-2009 Planned Spending ($ thousands)

16,977	36,106	46,527

What We Deliver (Outputs)

• Policy, Regulation, Guidelines and Exclusion Approval Orders • Appointment Delegation • Accountability Agreements • Non-delegated Authorities	• Monitoring • Audits, Studies and Evaluations • Investigations and Early Intervention Mechanisms	• Staffing Services • Assessment

Our Short-Term Expected Results (Immediate Outcomes)

See Expected Results Pages 28-33	See Expected Results Pages 34-38	See Expected Results Pages 39-42

Our Medium-Term Results (Intermediate Outcomes)

• Recruitment strategies and staffing practices consistent with the PSEA and PSC strategic outcome are implemented across the public service	• Organizations have implemented PSC monitoring and audit recommendations • Enhanced risk-based oversight of the integrity of public service staffing	• Staffing and assessment services and products meet the business needs of clients and are consistent with the new PSEA and the PSC's strategic outcome

Our Long-Term Result (Strategic Outcome)

A highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.

PLANNING OVERVIEW

Operating Environment

On behalf of Parliament, the Public Service Commission (PSC) safeguards the integrity of staffing and the non-partisan nature of the public service. In this respect, the PSC works closely with government but is independent from ministerial direction and is accountable to Parliament. The PSC's mandate has three aspects:

First, the PSC has the mandate to appoint, or provide for the appointment of, persons to or from within the public service. As it deems necessary, the PSC provides staffing and assessment functions and services to support staffing in the public service.

Second, the PSC has the mandate to oversee the health of the staffing system and ensure non-partisanship. This oversight includes maintaining and interpreting data on the public service, carrying out audits that provide assurance and make recommendations for improvements, and conducting investigations that can lead to corrective action in the case of errors or problems.

Third, the PSC has the mandate to administer provisions of the *Public Service Employment Act* (PSEA) related to the political activities of employees and deputy heads.

The PSC has a long tradition and mandate of ensuring that Canadians and their government benefit from a qualified, non-partisan public service, staffed on the basis of merit. In 2008-2009, the PSC will celebrate the 100th anniversary of a permanent Commission.

Working with Departments, Agencies and Other Stakeholders

The PSEA encourages the PSC to delegate its appointment authorities to deputy heads and through them to their managers. The intention is to give managers significant opportunities to hire, manage and lead their employees to meet the needs of Canadians within the legislative framework. Instead of prescribing rules and procedures, the PSC provides broad direction and expectations through its Appointment Framework to guide managers in making their staffing decisions.

Since the coming-into-force of the PSEA legislation on December 31, 2005, departments and agencies have made progress and acquired experience with some of its new features. Ongoing implementation will require that senior executives, managers and human resources (HR) officers understand their new roles and the range of opportunities they have to staff positions in their organizations. They need to continue to work together to explore new approaches, share ideas and monitor their individual staffing decisions to be sure they achieve the necessary results and respect the staffing values. Deputies will need to show leadership and give priority to innovative hiring approaches, including ensuring that managers have the support they need to exercise their central role in the system.

To facilitate this cultural change, the PSC continues to offer staffing and assessment services to departments and agencies in order to help organizations adapt to the changes and take on their new responsibilities brought about by the PSEA. The PSC is working in collaboration with individual departments and agencies, with the various committees and communities engaged in modernizing staffing such as the Human Resources Management Advisory Committee, the Human Resources Council and its subgroups, the National Managers' Community and the National Staffing Council. The PSC continues to work closely with the Canada Public Service Agency to address specific challenges that have arisen since implementation. The PSC maintains other key relationships with stakeholders such as bargaining agents and the Public Service Commission Advisory Council to discuss issues and receive advice, and consults with experts, academics and representatives from other jurisdictions and sectors to seek their perspectives for the development of effective and innovative practices. (More details on Key Relationships can be found in Section IV.)

Overseeing the Integrity of the Staffing System

The PSC reports annually to Parliament on the integrity of the system and may make special reports to Parliament on urgent or important matters.

In a highly delegated staffing system, the Commission's oversight role is geared to ensure that deputy heads exercise their delegated staffing authorities appropriately and adhere to the values and principles in the new legislation. A variety of accountability mechanisms and oversight tools are in place to accomplish this. The oversight tools include our appointment policies and delegation agreements. The PSC monitors whether the appointment system overall is operating effectively, and conducts audits, studies, evaluations and investigations. When the PSC identifies risks to the appointment system, it recommends changes. It can also sanction organizations or impose conditions on how they exercise delegated authorities. In exceptional cases, the PSC can withdraw those authorities.

Safeguarding Non-Partisanship

Protecting a non-partisan public service has been the tradition and mandate of the Commission since its inception in 1908. Under the new PSEA, a strengthened political activities regime has been established to balance the right of public servants to participate in the political activities with the need to preserve the impartiality of the public service.

The PSC has developed political activities regulations that define the process for requesting permission and approving requests from public servants who wish to be candidates in federal, provincial, territorial and municipal elections. The PSC has also developed a guide and self-assessment tool explaining employees' rights and obligations in this area. Employees must seek the PSC's permission in order to become candidates in an election. The PSC also investigates allegations of improper political conduct by public servants, for example, becoming a candidate without permission or disrespecting conditions that have been placed on a candidacy in order to preserve public service impartiality. The PSC's investigators carefully study the facts of each situation and work with the department or agency to determine if an allegation is founded and if corrective action is required.

Experience in 2006-2007 with the higher volume of requests from public servants to run as candidates in municipal elections indicates that additional efforts are required to clarify, communicate and monitor the requirements of this process. The PSC will solidify its role in protecting and preserving the impartiality of the public service.

A Complex Environment

The public service of Canada faces significant challenges and risks in attempting to modernize the staffing system. The public service is facing significant challenges with respect to its demographics. At a time when Canada's population is becoming increasingly diverse, the recruitment rate of visible minorities remains below one that would ensure a public service that represents workforce availability. The recruitment rate of visible minorities actually saw a marked decrease in 2006-2007, from 9.8% the previous year to 8.7%. Retirement of the "baby boom" generation will also create a challenge for the staffing system. Retirements will have a particularly acute impact for leadership since many of the cohort that is positioned to replace the executive group are of the same age. The increased focus on transparency and accountability directly impacts on the staffing system and the need to find the appropriate balance of managerial flexibility and accountability. Ongoing innovation and efficiencies available by leveraging technology will ensure recruitment approaches are modernized and allow the public service to effectively compete for the talent it needs to renew its workforce.

The PSEA is a key enabler for modernizing the staffing system and HR management in the public service – the largest reform of the HR management in the past 35 years. As is to be expected with a change of this magnitude, it will take time for managers to adjust to the opportunities available to them under the new legislation.

The PSC, central agencies and organizations put considerable effort into initial implementation of the new legislative regime. However, the magnitude of this change means it will be an ongoing process.

Change will require a concerted and collaborative effort across several elements. Through its policy, delegation and accountability framework, the PSC provides expectations and requirements for deputy heads related to the appointment system and non-partisanship of the public service. By monitoring and measuring progress along key elements, the PSC will ensure that we continue to move forward with implementation of the PSEA and modernization of the staffing system. The PSC will also be benchmarking federal public service practices against other sectors, which will provide useful input to deputies and Parliament. The challenge will be to maintain momentum and to continue to share new approaches and successes across the public service.

Within this environment, the HR community continues to play a critical role. Their role continues to evolve, and by providing expert support and services to managers, they allow managers to focus on their strategic HR decisions and responsibilities. However, the HR community continues to experience high rates of mobility that cause challenges for knowledge management and stable operations. In the PSC's assessment of departmental efforts in

2006-2007, capacity in the HR community was the most frequently cited barrier to progress in completing HR plans, implementing policies and developing monitoring and controls.

Because the PSC is responsible for overseeing the integrity of the staffing system, these challenges are also the PSC's challenges and risks.

At the same time, the PSC must deal with its own internal challenges: building capacities in key areas of its mandate, introducing essential technology, continuously strengthening management practices, engaging employees and ensuring stable funding.

The PSC must fulfill its statutory obligations to Parliament while supporting organizations and agencies, particularly in a time of transition and public service renewal. It has received authority to expand its use of cost recovery to meet demands from organizations for its services. This will help stabilize the PSC's financial capacity to meet demands and will help drive service quality.

The next section explores these challenges and risks.

KEY PUBLIC SERVICE COMMISSION CHALLENGES AND RISKS

The PSC has identified the primary challenges and risks emerging from the complex environment in which it operates, with the main one being a loss of momentum in moving to the new hiring culture that Parliament foresaw in the *Act*. (More detail on risks, and strategies to address them, is available in Section IV, Corporate Risk Profile and Challenges.)

Deputy heads and their hiring managers are not making full use of the new flexibilities provided by the PSEA. Increased managerial discretion under the PSEA also means there is a risk that managers may inconsistently apply the staffing values. Insufficient HR planning and staffing strategies results in incomplete direction to guide managers in their staffing decisions. Weak departmental monitoring and reporting systems only make these tasks more difficult, and affect the PSC's capacity to provide assurance to Parliament on the integrity of the staffing system. The PSC will continue to communicate its expectations and work with departments and agencies to identify practices that could pose risks to the system and to enable continuous learning through timely feedback.

The public service also risks losing momentum for modernizing staffing and expanding access to jobs for Canadians if it does not put effort into improving the enabling systems infrastructure. To address this, the PSC will implement its vision for improved services and move forward with the development of comprehensive staffing solutions and e-tools for both internal and external staffing processes.

High rates of movement in the community of HR specialists are placing at risk the ongoing support managers need to effectively take on their new roles in staffing envisaged by the PSEA. This puts stress on a system that is both new and that is experiencing increased levels of staffing. To help managers, the PSC will continue to clarify policy expectations and communicate best practices through information sessions and ongoing communications and products.

If the PSC fails to bolster its own capacity in such areas as audit, investigations and policy, it will have difficulty in fulfilling its statutory responsibilities. To address capacity issues, the PSC continues to build its capacity and professional standards for audits, strengthens its capacity and processes to ensure it carries out investigations effectively, and consolidates resources and functions for political activities. Succession planning and learning plans have been implemented and will be key to engaging and retaining employees. The PSC will implement succession planning and recruitment and development programs for staff in critical areas.

In order to address its statutory responsibilities for oversight, the PSC has reallocated resources from within and expanded its cost recovery approach to address the increasing demand from departments for PSC services. Managing in a cost recovery environment presents its own challenges, in particular since demand for services is difficult to predict. The PSC will need to develop methods of predicting and anticipating demand based on experience and better forecasting. Fluctuations in revenues will necessitate adjustments to the PSC's resource allocation on an on-going basis.

PLANS AND PRIORITIES

Priority I - Fully implement the new *Public Service Employment Act*

The new *Public Service Employment Act* (PSEA) makes it possible for public service departments and agencies to transform their staffing processes to address their own situations and needs.

Although organizations have made progress in implementing the PSEA, continuing effort is required. The goal is to change the culture for human resources (HR) management so that deputies can sub-delegate staffing authorities to managers who will be accustomed to their new roles, have access to information that will help make staffing decisions, and staff in the context of strategic HR planning that addresses both current and future organizational needs, including employment equity objectives. Delegated managers must assume greater responsibility and accountability for their staffing decisions. Change of this magnitude is an ongoing challenge and takes years to implement. The Public Service Commission (PSC) has a continuing responsibility to assist in this process of transformation:

- Over the planning period, the PSC will continue to offer support and advice so that departments and agencies can take advantage of the opportunities available under the PSEA. It will continue to work with partners, the Canada Public Service Agency and the National Managers' Community to understand the requirements and concerns of this community.
- The PSC will continue offering its expertise in interpretation of the PSEA and policies to organizations, and will develop an "advance ruling" capacity to help organizations in making informed use of the system.
- It will continue to provide support and guidance to the HR community through guides and information sessions. The PSC will also continue to work with partners, the Canada Public Service Agency and the Human Resources Council in the recruitment and development of HR specialists.
- The PSC will continue revising delegation instruments, where appropriate, and assessing its appointment policies and practices to determine where improvements can be made. It will identify staffing system problems through regular consultations, risk management, research and analytical studies. It will clarify expectations and respond to emerging issues – anticipating the need for changes while avoiding ad hoc, reactive policy responses.
- A strengthened National Area of Selection (NAoS) Policy will increase Canadians' access to employment in the federal public service. The PSC began pilot projects on the expansion of NAoS to non-officer level positions open to the public in December 2007, with the goal of full implementation by December 2008. The PSC will expand NAoS to the Federal Summer Work Experience Program (FSWEP) campaign in the fall of 2008. There will be on-going impact assessments for all phases of NAoS expansion.

- The PSC will track the performance of employment equity group members in screening, assessment and selection stages of the recruitment process conducted by departments and agencies, and will push forward its research into why appointment rates of visible minorities are lower than their application rates, a phenomenon known as "drop-off". The PSC will keep working with departments and agencies to promote best practices in hiring, and will pursue initiatives such as a new external EX-01 process to establish a fully-assessed pool of visible minority group candidates in 2008.

Priority II – Provide independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service

The PSC, on behalf of Parliament, oversees the integrity of the staffing system and the political impartiality of the public service. Its position as an independent agency reporting to Parliament was strengthened under the new PSEA.

To fulfill its accountability to Parliament for overseeing the integrity of public service appointments and protecting non-partisanship, the PSC has developed a continuum of accountability mechanisms and oversight tools. The PSC monitors and assesses departmental and agency performance and provides feedback to deputy heads so they can improve their appointment processes. Audits, evaluations and statistical studies allow the PSC to examine the staffing activities of departments and agencies and analyze government-wide issues. The PSC conducts investigations of external appointments under the new PSEA, staffing processes where fraud is suspected, or alleged improper political activities by public servants. It can also conduct investigations into internal staffing at the request of deputy heads. Over the planning period, the PSC will continue to strengthen these mechanisms and tools. The PSC will:

- build its internal capacity – people, processes, professional practices – to ensure that the quality of information provided to Parliament is sound and based on rigorous methodology;
- continue analyzing trends in hiring patterns and producing statistical studies that provide an evidentiary basis to support policy and operations, with a focus this year on workforce churn and the over reliance on the temporary workforce to fill permanent public service jobs;
- initiate a new audit cycle, including audits of large entities;
- implement a leading indicators project with a stronger emphasis on results and values and to measure progress with PSEA implementation and provide timely and relevant information to departments and agencies;
- continue analysis and benchmarking that will support the statutory requirement for a review of the *Act* after five years of operation; and
- implement other planned products in preparation for the five-year evaluation of the PSEA, including benchmarking studies of staffing systems in other jurisdictions.

The PSC is completing the appeals carried over from the old PSEA and refocusing its investigations function to address the demand for investigations under the new PSEA. In the planning period, the PSC will:

- strengthen its capacity and processes to ensure it carries out investigations effectively and protects the integrity of the staffing system and the non-partisan nature of the public service.

Under the new PSEA, the PSC has been assigned standing before the new Public Service Staffing Tribunal. This provides the opportunity to encourage Tribunal decisions that protect staffing values and respect the policies and practices in the PSC's Appointment Framework.

- The PSC will expand its participation before the Tribunal as the latter's caseload of complaints increases.

The PSC has larger and more complex responsibilities for safeguarding non-partisanship in the public service. To strengthen its mandate with respect to protecting the political impartiality of the public service, the PSC will:

- articulate and solidify its role in this domain; and
- consolidate its resources to strengthen its functions with respect to providing interpretation and guidance as well as monitoring and investigating improper political conduct by public servants.

Priority III – Enable organizations to manage their delegated responsibilities

While organizations have made progress in implementing some provisions of the new PSEA, ongoing efforts are required to fully transform the practices and processes for recruitment and staffing in the public service. The success of complete PSEA implementation will depend in large part on ensuring managers are able to play the role expected of them. Managers need a variety of information, tools, support and services to take on their new responsibilities, notably support to explore new and innovative approaches for staffing. This cultural change also requires leadership from deputy heads so that individual managers will design staffing processes that not only address their immediate needs but also achieve corporate objectives such as longer-term resourcing needs and employment equity objectives.

The PSC is committed to supporting organizations as they manage their delegated responsibilities. To sustain momentum and focus efforts to move to the next level of PSEA implementation, the PSC will:

- continue to provide advice on hiring practices and new opportunities under the PSEA through information sessions, communication products and its optional services through the delivery of PSC staffing services, offered on a cost-recovery basis;

- implement an "advance ruling" process whereby managers and staffing specialists can request a review of new approaches or ideas in order to have confidence that such approaches do not pose a risk to the staffing values;
- implement a revised results-focused Departmental Staffing Assessment Report and Staffing Management Accountability Framework (SMAF) to reduce reporting burden on departments and agencies, and minimize duplication of the SMAF with the Treasury Board's Secretariat reporting frameworks;
- provide responsive feedback to departments and agencies and identify practices that could pose a risk to the staffing system or values;
- facilitate continuous learning through assessment of departmental and agency performance and service-wide studies of staffing trends; and
- promote best practices through its centres of expertise across the country.

Priority IV - Provide integrated and modernized staffing and assessment services

Under previous staffing legislation, departments and agencies were required to obtain certain staffing services from the PSC. Now, for the most part, they can develop staffing services internally or seek them elsewhere.

Contrary to expectations of this highly delegated staffing system, the demand for PSC services has continued to increase.

The ongoing demand for PSC services points to a continued need for a central service provider, even in the context of delegated staffing authorities. This is especially true in the case of high-volume transactions and interdepartmental processes such as collective staffing processes. Common services and systems, such as electronic staffing, are more cost-effective across the public service than departments' and agencies' duplicating HR services and Information Technology (IT) solutions. The PSC will:

- implement its service vision to provide integrated and modernized staffing and assessment services to departments and agencies and, in particular, leverage technology to re-engineer the staffing process (e.g., electronic advertising and screening as well as e-tools for assessment); and
- finalize the business requirements for a comprehensive solution for internal and external staffing and submit a business case to obtain funding for the development, procurement and implementation of Public Service Staffing Modernization Project Stream II.

With the expansion of its cost recovery authority to deliver services, the PSC will:

- establish a flexible and responsive service organization that meets the demands of delegated managers, employees and Canadians, using a cost recovery approach; and
- put in mechanisms to understand and manage the demand for services from hiring managers and organizations and establish national service standards, standard service agreements and price structure in order to guarantee the effectiveness of its business processes.

Priority V – Build on the model organization

To ensure it operates at peak effectiveness and achieves maximum value for taxpayers' money, the PSC continues to strive for a model organization that includes management excellence, employee engagement and stable funding. This is particularly necessary during a period of significant change for the PSC and its employees. The underlying goal is continuous improvement in our work and our workplace.

- In the area of HR management, the PSC will study the impacts of the high rate of mobility of HR specialists and implement strategies and programs to improve learning and development opportunities for staff, increase internal communication and strengthen succession planning and knowledge retention.
- The PSC will improve innovation in its internal HR systems and tools to support PSC managers.
- The PSC's established practices of zero-based budgeting, audited financial statements and a new internal audit committee with external members will continue to strengthen the PSC's financial management practices. The PSC will strengthen its ability to manage in a cost recovery environment and ensure stable funding.
- The PSC will implement a short and timely survey to engage employees on a regular basis and seek their feedback on the issues that are affecting them.
- The PSC will improve its management of its enterprise IT and its IT security through the implementation of the Management of Information Technology Security Standard (MITS).

SECTION II - DETAILED ANALYSIS BY PROGRAM ACTIVITY

STRATEGIC OUTCOME

The Public Service Commission (PSC) has one strategic outcome:

A highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on the values of fairness, access, representativeness and transparency.

The PSC contributes to the achievement of our strategic outcome by:

- ensuring that the public service is non-partisan and that appointments across the public service are based on merit and are free from political or bureaucratic patronage;
- working with departments and agencies to implement recruitment strategies and staffing practices that respect the values of fairness, access, representativeness and transparency and are consistent with the new *Public Service Employment Act* (PSEA); and
- strengthening the accountability from the Commission to Parliament regarding the health of public service staffing.

Performance Indicators, Strategy, Target and Reporting Frequency

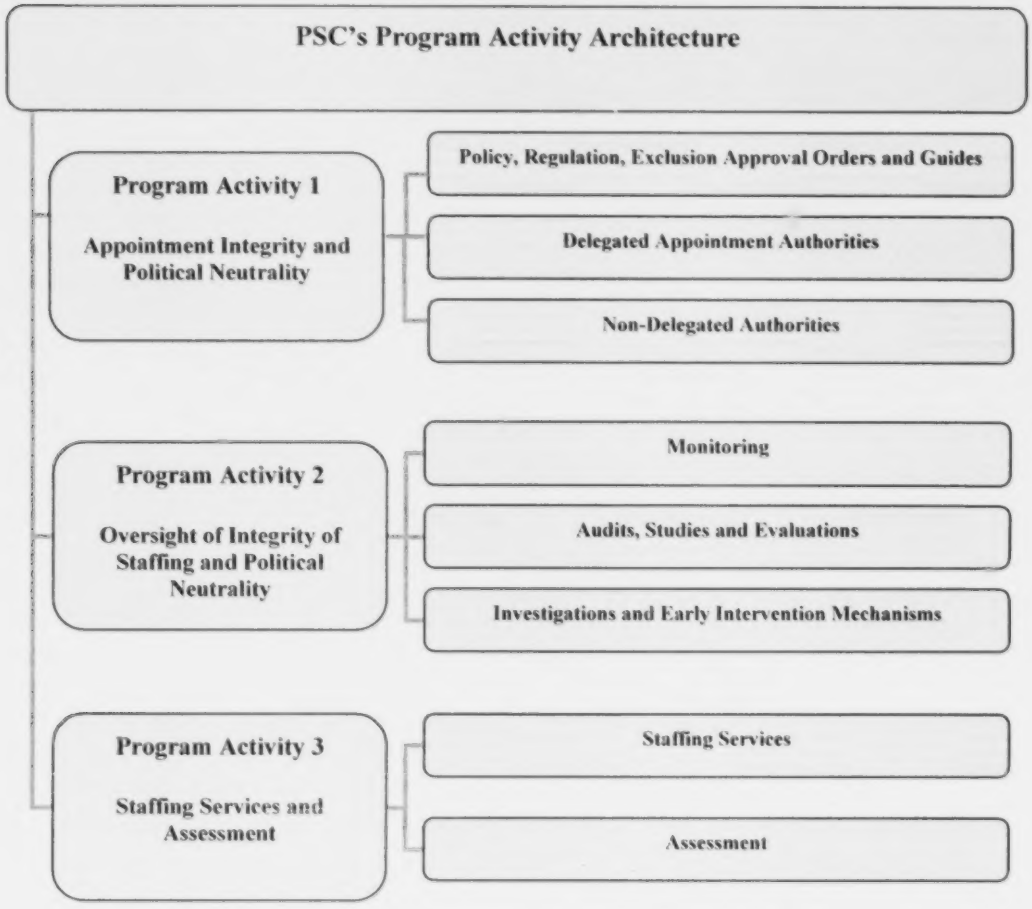
The following table identifies the performance indicators, measurement strategies and targets for reporting on the achievement of the strategic outcome on an annual basis. The achievement of the strategic outcome over time will be measured primarily through longer-term trends identified from the PSC's analysis of annual data, from ongoing audits and studies and from the five-year evaluation of the PSEA.

PERFORMANCE INDICATORS	STRATEGY, TARGET & REPORTING FREQUENCY
Overall Level of conformity with PSEA requirements and appointment policy	**Performance Measurement Strategy:** Develop and implement procedures, frameworks and plans for oversight activities **Target:** Satisfactory findings from oversight activities **Reporting Frequency**: Annual
Accountability • Number of potential PSC appearances before parliamentary committees measured against the number of actual appearances • Number of reports to Parliament	**Performance Measurement Strategies:** Determine the number of potential and actual PSC appearances before parliamentary committees **Target 1:** Minimum of five appearances annually - Main estimates, Annual Report, Audit Reports, Employment Equity, Official Languages **Target 2:** Report to Parliament: One Annual Report, ten audits, studies and evaluations **Reporting Frequency:** Annual

Performance Indicators	Strategy, Target & Reporting Frequency
Merit/Competency Well founded statements of merit criteria that are thoroughly assessed and form the basis for appointment decisions	**Performance Measurement Strategies:** Assessed through monitoring activities, periodic audits, evaluations and/or surveys on appointment processes and investigations **Target:** Under development **Reporting Frequency:** Annual
Perception of public service employees about competency of people hired	**Performance Measurement Strategies:** Assessed through periodic surveys of public service employees **Target:** 85% **Reporting Frequency:** Annual
Merit/Official Languages Number of non-compliant positions with respect to official languages requirements	**Performance Measurement Strategies:** Collect data from PSC information systems **Target:** Zero **Reporting Frequency:** Annual
Non-partisanship • Perception of Canadians about non-partisanship of the public service • Number of annual cases of political influence on an appointment decision identified by the PSC • Number of annual cases of improper political activities by public servants or deputy heads identified by the PSC	**Performance Measurement Strategies:** Assessed through periodic surveys, ongoing oversight activities and review of alleged infractions **Target:** Under development **Reporting Frequency:** Annual
Fairness Perception of public service employees about fairness of appointment processes	**Performance Measurement Strategies:** Assessed through periodic surveys of public service employees **Target:** 85% **Reporting Frequency:** Annual
Access Percentage of jobs open to the public having a national area of selection	**Performance Measurement Strategies:** Collect data from PSC information systems **Target:** Increase from previous years; 29% in 2006, should increase to 55% for 2007-2008 and to 100% by 2009-2010 (excluding casuals and short terms) **Reporting Frequency:** Annual
Representativeness Number of employment equity groups for which representation in the public service is below workforce availability	**Performance Measurement Strategies:** Collect data from the Canada Public Service Agency and Statistics Canada **Target:** Zero **Reporting Frequency:** Annual
Transparency Perception of public service employees about transparency of appointment processes	**Performance Measurement Strategies:** Assessed through periodic surveys of public service employees **Target:** 85% **Reporting Frequency:** Annual

PROGRAM ACTIVITY ARCHITECTURE

This graphic shows how the PSC's Program Activity Architecture is designed to carry out our responsibilities. The following pages of this section will indicate how each program activity contributes to the achievement of the PSC's strategic outcome.



Program Activity 1.1.0 - Appointment Integrity and Political Neutrality

Description
The Appointment Integrity and Political Neutrality activity develops and maintains a policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes establishing policies and standards, providing advice, interpretation and guidance and administering delegated and non-delegated appointment authorities.

Structure

	Priority 1	**Fully implement the new *Public Service Employment Act* (PSEA)**
	Priority 3	**Enable organizations to manage their delegated responsibilities**
	Priority 5	**Build on the model organization**
☞	***1.1.0***	***Appointment Integrity and Political Neutrality***
	1.1.1	Policy, Regulation, and Exclusion Approval Orders (EAOs) and Guides
	1.1.2	Delegated Appointment Authorities
	1.1.3	Non-delegated Authorities

Related Resources

RESOURCES	2008-2009	2009-2010	2010-2011
Financial ($ thousands)	16,977	17,469	18,053
FTE	154	158	163

Results to be Achieved
We have identified the following expected results and will monitor performance of the following indicators to help ensure that this program activity is on track.

EXPECTED RESULTS	PERFORMANCE INDICATORS
Recruitment strategies and staffing practices, consistent with the new PSEA and PSC strategic outcome, are implemented across the public service	**Performance Indicator 1:** Level of success in implementing recruitment strategies and staffing practices, consistent with the new PSEA and PSC strategic outcome, across the public service **Target:** Satisfactory evaluation findings on the implementation of the new PSEA **Reporting Frequency:** Five-year PSEA review

EXPECTED RESULTS	PERFORMANCE INDICATORS
	Performance Indicator 2: Number of delegation instruments with limitations or conditions imposed by the PSC **Target:** Zero (Two reported in 2006-2007 Annual Report) **Reporting Frequency:** Annual
	Performance Indicator 3: Number of complaints to Public Service Staffing Tribunal **Target:** Under development **Reporting Frequency:** Annual

1.1.1 Policy, Regulation, Exclusion Approval Orders and Guides

The Policy, Regulation and Exclusion Approval Orders (EAO) sub-activity develops, interprets and provides advice and guidance on policies, regulations, and EAOs related to staffing and political activities. This includes:

- analyzing policy issues, developing options, consulting, creating and maintaining policy instruments;
- sharing best practices and providing expert advice, guidance and communications to colleagues and stakeholders; and
- providing advice and assistance to departments and agencies in promoting employment equity and achieving a public service that reflects the diversity of Canadian society.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within EAOs and Guides in support of program activity 1.1.0, and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
7,397	7,712	8,041

Planned Commitments:

- Continue developing approaches and instruments to enhance use of PSEA flexibilities and facilitate staffing;
- Pursue national area of selection (NAoS) analysis and implementation;
- Continue research on drop-off of employment equity groups, identification and development of barrier removal strategies and tools; and
- Continued improvement in the Annual Report for results-focused accountability to Parliament.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Policies, regulations and guides related to staffing and political activities are consistent with the new PSEA and the PSC strategic outcome	**Performance Indicator 1**: Findings from audits, studies and evaluations related to staffing and political activities **Target:** Satisfactory findings **Reporting Frequency:** Annual **Performance Indicator 2**: Number of EAOs and regulations up-to-date and supportive of PSEA flexibilities **Target:** Four new EAOs and changes to associated regulations by 2008-2009 **Reporting Frequency:** Annual

EXPECTED RESULTS	PERFORMANCE INDICATORS
Departments and agencies receive relevant and accurate policy information and advice in a timely manner	**Performance Indicator 1:** Relevance, timeliness and accuracy of policy information and guidance provided by the PSC to departments and agencies **Target:** Satisfactory results from Survey of Staffing and Survey of Human Resources (HR) Practitioners to be developed and conducted in 2008-2009 **Reporting Frequency:** Annual **Performance Indicator 2:** Establishment of a PSC advance ruling mechanism that assists departments and agencies in developing complex staffing strategies that comply with appointment policy framework and values **Target:** Effective mechanism in place to assist departments and agencies with staffing solutions that respect PSC's policy framework and staffing values **Reporting Frequency:** Annual

1.1.2 Delegated Appointment Authorities

The Delegated Appointment Authorities sub-activity administers the delegation of appointment authorities to departments and agencies through staffing advice and assistance as well as learning products and services.

Over the next three-year planning period, the PSC will dedicate the following resources to key programs and services within Delegated Appointment Authorities in support of program activity 1.1.0, and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
4,859	4,885	4,899

Planned Commitments:

- Provide continuous leadership for exercise of delegated authorities through advice, interpretation, guidance, presentations, and sharing best practices;
- Provide tools and products to facilitate the management of appointment and appointment-related authorities; and
- Take action to deal with deficiencies in delegated organizations.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Increasingly well informed community of sub-delegated managers and HR specialists and increasingly well managed delegated authorities	**Performance Indicator:** Aggregate number of support actions provided **Target:** Increased proportion of support actions related to complex matters, accompanied by a decreased proportion of support actions related to requests for basic information (as the knowledge base across the public service improves)

EXPECTED RESULTS	PERFORMANCE INDICATORS
Departments and agencies receive relevant and accurate information and advice related to their delegated appointment authorities in a timely manner	**Performance Indicator:** Relevance, timeliness and accuracy of policy information and guidance provided by the PSC to departments and agencies **Target:** Satisfactory results from Survey of Staffing and Survey of HR Practitioners to be developed and conducted in 2008-2009 **Reporting Frequency:** Annual

1.1.3 Non-delegated Authorities

The Non-delegated Authorities sub-activity administers authorities that are not delegated to departments and agencies, such as the oversight of priority administration, the review of political candidacy requests and the oversight of the application of the Public Service Official Languages Exclusion Approval Order (PSOLEAO), including granting extensions and exclusions.

Over the next three-year planning period, the PSC will dedicate the following resources to key programs and services within Non-delegated Appointment Authorities in support of program activity 1.1.0, and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
4,721	4,872	5,113

Planned Commitments:

- Continuous improvement of priority administration to reflect changes to the legislative framework, PSC policies and delegated authorities and to accommodate modernized staffing practices;
- Implementation of a new, dedicated unit to support political activities; and
- Modify approach to monitoring the former and new PSOLEAO to ensure consistency.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Proper consideration of persons for appointments with priority rights	**Performance Indicator:** Percentage of individuals with priority rights appointed **Target:** Effective and timely placement of persons with priority entitlement **Reporting Frequency:** Annual
Proper application of the political activities provisions of the PSEA	**Performance Indicator:** Number of political candidacy requests received and analyzed for PSC permission **Target:** Timely analysis and approvals process **Reporting Frequency:** Annual

EXPECTED RESULTS	PERFORMANCE INDICATORS
Proper application of the PSOLEAO	**Performance Indicator:** Percentage of situations in conformity with the PSOLEAO **Target:** Decrease in number of non-compliant situations from previous year **Reporting Frequency:** Annual
Non-delegated authorities administration systems and procedures are efficient and well managed	**Performance Indicator:** Level of efficiency and management of non-delegated authorities administration systems and procedures (quality and accuracy of data entered in the Priority Management Information System) **Target:** Satisfactory study findings on the administration of non-delegated authorities **Reporting Frequency:** Annual (determined by audits, studies and evaluations plans)

Program Activity 1.2.0 - Oversight of Integrity of Staffing and Political Neutrality

Description

The Oversight of Integrity of Staffing and Political Neutrality activity provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring political neutrality. This activity includes monitoring departments' and agencies' compliance with legislative requirements, conducting audits, studies and evaluations, carrying out investigations and reporting to Parliament on the integrity of public service staffing.

Structure

	Priority 2	**Provide independent oversight and assurance to Parliament on the integrity of the staffing system and the non-partisanship of the federal public service**
	Priority 3	**Enable organizations to manage their delegated responsibilities**
	Priority 5	**Build on the model organization**
☞	***1.2.0***	***Oversight of Integrity of Staffing and Political Neutrality***
	1.2.1	Monitoring
	1.2.2	Audits, Studies and Evaluations
	1.2.3	Investigations and Early Intervention Mechanisms

Related Resources

RESOURCES	2008-2009	2009-2010	2010-2011
Financial ($ thousands)	36,106	39,518	42,758
FTE	313	343	371

Results to be Achieved

We have identified the following expected results and will monitor performance of the following indicators to ensure that this program activity is on track.

EXPECTED RESULTS	PERFORMANCE INDICATORS
Organizations have implemented PSC monitoring and audit recommendations, and corrective action as a result of investigations, which contributes to safeguarding the integrity of staffing and political neutrality	**Performance Indicator:** Percentage of PSC audit recommendations and corrective action implemented by organizations **Target:** 100 % **Reporting Frequency:** Annual
Enhanced risk-based oversight of the integrity of public service staffing	**Performance Indicator 1:** Percentage of coverage of oversight activities (monitoring, audits, studies and evaluations) **Target:** Under development **Reporting Frequency:** Annual

1.2.1 Monitoring

The Monitoring sub-activity ensures departments' and agencies' compliance with legislative requirements of the PSEA in the context of their delegated authorities. This includes:

- providing feedback and analysis to departments based on reports, visits and other monitoring tools to identify areas of improvement, risk and public service-wide issues;
- sharing best practices or challenges; and
- identifying the need for intervention.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Monitoring in support of program activity 1.2.0, and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
3,629	3,940	4,325

Planned Commitments:

- Updating the PSC departmental annual monitoring framework and reporting requirements to re-focus them to better assess progress in implementing the PSEA;
- Monitoring the delegation of staffing authorities through an integrated risk management strategy which includes active monitoring, information gathering and reporting and measures when non compliance occurs;
- Monitoring the responsibilities of the PSC with regard to the political neutrality through the implementation of an integrated risk management strategy; and
- Implementing a less burdensome and more effective results-focused Departmental Staffing Accountability Report process and assessment of risks in staffing system using leading indicators.

Results to be Achieved

Expected Results	Performance Indicators
More effective accountability between the PSC and deputies with respect to staffing and political impartiality	**Performance Indicator:** Percentage of departments and agencies fully meeting staffing and political impartiality reporting requirements **Target:** 100% **Reporting Frequency:** Annual
The PSC administers a well managed monitoring and feedback system	**Performance Indicator:** Percentage of key monitoring transactions completed in the annual cycle (includes call letters, completed departmental responses and feedback responses or meetings) **Target:** 100% **Reporting Frequency:** Monthly

EXPECTED RESULTS	PERFORMANCE INDICATORS
Staffing management improvements by delegated organizations	**Performance Indicator 2:** Proportion of organizations that demonstrate staffing management improvements in response to PSC monitoring **Target:** 100% of organizations that received recommendations in the previous cycle **Reporting Frequency:** Annual

1.2.2 Audits, Studies and Evaluations

The Audits, Studies and Evaluations sub-activity conducts independent audits, studies and evaluations and reports to Parliament on the integrity of the appointment process, including the protection of merit and political neutrality.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Audits, Studies and Evaluations in support of program activity 1.2.0, and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
22,805	26,114	29,061

Planned Commitments:

- Performing independent audits (departmental, government-wide and follow-up), studies and evaluations that are relevant and meet quality assurance standards;
- Continuing to build the capacity of the audit function by establishing a robust quality management framework and professional development program, reviewing audit work, and ensuring compliance with professional standards;
- Supporting the longer-term evaluation of the five-year review of the PSEA; and
- Providing appointment data and analysis and maintaining a related information system to support the PSC's oversight role and the information needs of departments and agencies.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Independent audits, studies and evaluations are conducted in accordance with a risk-based oversight plan and professional standards	**Performance Indicator:** Number of audits, studies and evaluations completed in accordance with approved plans and professional standards **Target:** 2008-2009: Ten audits, studies and evaluations 2010-2011: Ongoing internal quality reviews of audits completed to ensure compliance with internal quality assurance standards **Reporting Frequency:** Annual

1.2.3 Investigations and Early Intervention Mechanisms

Investigations, which may include early intervention processes, provide oversight of concerns raised about appointments. Investigations are also conducted into allegations of improper political activities of public servants.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Investigations and Early Intervention Mechanisms in support of program activity 1.2.0 and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
9,672	9,464	9,372

Planned Commitments:

- Strengthening PSC capacity and processes to ensure it carries out investigations effectively and to protect the integrity of the staffing system and the non-partisan nature of the public service;
- Helping departments and agencies develop their own internal, values-based approaches to resolve staffing-related complaints early and informally by developing a course with the Canada School of Public Service; and
- Developing delivery standards and best practices for all types of PSC investigations.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Effective and timely resolution of investigations handled by the PSC	**Performance Indicator 1:** Percentage of investigations that meet defined standards. Standards will be defined in quarter one of 2008-2009 **Target:** 80% of investigations conducted within specified standards. **Reporting Frequency:** Annual **Performance Indicator 2:** Number and percentage of staffing concerns dealt with through Early Intervention processes **Target:** Significant percentage of cases resolved through Early Intervention mechanisms **Reporting Frequency:** Annual

EXPECTED RESULTS	PERFORMANCE INDICATORS
	Performance Indicator 3: Number of decisions referred to and overturned by the Federal Court **Target:** Low number of successful judicial review applications before the Federal Court, challenging PSC decisions **Reporting Frequency:** Annual **Performance Indicator 4:** Percentage of jurisdiction decisions that meets defined standards. Standards will be defined in quarter one 2008-2009. **Target:** 80% of investigations conducted within specified standards. **Reporting Frequency:** Annual

Program Activity 1.3.0 - Staffing Services and Assessment

Description

The Staffing Services and Assessment activity develops and maintains systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This activity also includes delivering staffing services, programs and products to departments and agencies, to Canadians and public servants, through client service units located across Canada.

Structure

	Priority 3	**Enable organizations to manage their delegated responsibilities**
	Priority 4	**Provide integrated and modernized staffing and assessment services**
	Priority 5	**Build on the model organization**
☞	***1.3.0***	***Staffing Services and Assessment***
	1.3.1	Staffing Services
	1.3.2	Assessment

Related Resources

RESOURCES	2008-2009	2009-2010	2010-2011
Financial ($ thousands)	46,527	43,774	40,051
FTE	563	520	478

Even with broad delegation of appointment authorities, the demand for PSC staffing and assessment services has continued to increase. The ongoing demand for PSC services points to a continued need for a central service provider. In order to keep up with this demand, as well as provide a more diverse range of services, the PSC has taken steps to expand its cost recovery authority. Operating approximately 50% of services under a cost recovery approach permits us to establish a flexible and responsive service organization that meets the demands of delegated managers.

Results to be Achieved
We have identified the following expected results and will monitor performance of the following indicators to help ensure that the Staffing Services and Assessment program activity is on track.

EXPECTED RESULTS	PERFORMANCE INDICATORS
Staffing and assessment services and products meet the business needs of clients and are consistent with the new PSEA and the PSC's strategic outcome	**Performance Indicator:** Level of client satisfaction with PSC staffing and assessment services and products **Target:** Satisfactory consultation and survey results **Reporting Frequency:** Annual against three-year plan **Performance Indicator:** Degree of consistency of staffing and assessment services and products with the new PSEA and the PSC's strategic outcome **Target:** Satisfactory audit and study findings **Reporting Frequency:** Determined by audit, study and evaluation plan

1.3.1 Staffing Services

The Staffing Services sub-activity includes the development and delivery of staffing services, systems, programs and products to departments and agencies, Canadians and public servants.

The PSC's staffing services include executive staffing services, general recruitment services, central recruitment programs and expanding non-executive services designed to help federal departments and agencies select individuals for positions across a range of occupations and levels within the public service.

Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Staffing Services in support of program activity 1.3.0, and the expected results outlined below.

Financial Resources ($ thousands) (Note 1)

2008-2009	2009-2010	2010-2011
33,422	31,102	27,331

Note 1: Resources include sunset funds (in the amounts of $6,119K, $7,200K and $7,300K for 2008-2009, 2009-2010 and 2010-2011 respectively for the Public Service Staffing Modernization project which oversees the Public Service Resourcing System.

Planned Commitments:

- Continuing to implement the Staffing and Assessment Business Modernization and Transformation Strategy;
- Delivering high-quality general and central recruitment services, programs and products;
- Providing executive staffing services to departments and agencies;
- Supporting the implementation of e-resourcing to departments and agencies; and
- Expanding selection of services offered on a cost recovery basis.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Staffing services delivered within service standards	**Performance Indicator:** Percentage of staffing services delivered meeting service standards **Target:** To be determined once standards and tracking systems in place **Reporting Frequency:** Annual
Stable demand for PSC staffing services	**Performance Indicator:** Volume of staffing services provided **Target:** 2008-2009: Stable 2009-2010: Increase **Reporting Frequency:** Quarterly
Electronic systems and tools that increase efficiencies in staffing	**Performance Indicators:** - Statistical evidence of efficient screening and referrals; and - Stable and reliable electronic staffing system to support departments and agencies in external referrals **Target:** Under development (e-resourcing performance reports being developed) **Reporting Frequency:** Annual

1.3.2 Assessment

Through the PSC's Personnel Psychology Centre and regional client service units, the Assessment sub-activity provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in staffing, selection and development throughout the federal public service. Over the three-year planning period, the PSC will dedicate the following resources to key programs and services within Assessment in support of program activity 1.3.0, and the expected results outlined below.

Financial Resources ($ thousands)

2008-2009	2009-2010	2010-2011
13,105	12,672	12,720

Note: Resources are net of $14,000K in revenues credited to the vote for Assessment and Counselling Services and Products.

Planned Commitments:

- Providing assessment-related development, operational, research and consultation services and products; and
- Obtaining continued authority to re-spend revenue for 2008-2009 and beyond.

Results to be Achieved

EXPECTED RESULTS	PERFORMANCE INDICATORS
Assessment services delivered within service standards	**Performance Indicators:** - Percentage of assessment services delivered meeting service standards - Number of assessment accommodations provided - Number of new products modified or developed; and - Level of client satisfaction with Test Services **Target:** - Acceptable levels of client satisfaction - Compliance to service standards - Meeting forecasted volumes **Reporting Frequency:** Annual
Second Language Oral Interaction Evaluations (SLE) are provided and processed in a timely manner	**Performance Indicator:** Average SLE Oral Interaction turnaround time **Target:** Ten days (for imperative staffing) **Reporting Frequency:** Monthly
Carry out research studies	**Performance Indicator:** Number of research studies completed **Target:** To be determined **Reporting Frequency**: Annual

SECTION III - SUPPLEMENTARY INFORMATION

TABLE 1: LINKS TO GOVERNMENT OF CANADA OUTCOME AREAS

2008-2009 ($ thousands)

Government of Canada (GoC) Strategic Outcome areas: Government Affairs: *safeguarding and fostering the integrity and political neutrality of public servants through audits, reviews, and investigations in support of the government's public policy values of equity, transparency, and fairness for all.*

	Budgetary				
Program Activity	Operating	Respendable Revenue	**Total Main Estimates**	Adjustments (Planned Spending not in Main Estimates) (Note 1)	**Total Planned Spending**
Appointment Integrity and Political Neutrality	19,334		**19,334**	(2,357)	**16,977**
Oversight of Integrity of Staffing and Political Neutrality	34,211		**34,211**	1,895	**36,106**
Staffing Services and Assessment	57,083	14,000	**43,083**	3,444	**46,527**
Total	110,628	14,000	**96,628**	2,982	**99,610**

SECTION IV - OTHER ITEMS OF INTEREST

CORPORATE RISK PROFILE AND CHALLENGES

The Public Service Commission (PSC) faces significant risks and challenges in implementing a modernized staffing system. This table summarizes the risks and challenges emerging from both external and internal environments. The table includes an assessment of the extent of the risks and challenges, a description of the potential impacts, and the strategies and plans the PSC will adopt in response.

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
External Environment			
Lost momentum in modernizing hiring practices and missed opportunities in using the *Public Service Employment Act (PSEA)*	• Deputy heads and their hiring managers are not making full use of the new flexibilities provided by the PSEA • Hiring activities have begun to increase. Departures due to retirements are to peak in 2012. The level of movement within the public service has increased as well	• If new practices are not firmly established, the public service may miss important opportunities in renewing itself during a period of change	• Continue to communicate expectations, and work with departments and agencies to identify practices that could pose risks. • Provide ongoing guidance and learning support to enable continuous learning and enable modernization and fulfilment of staffing values. • Targeted communications for deputies, managers and human resources (HR) specialists to ensure they understand and take advantage of opportunities to modernize hiring practices.

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Weakened capacity of HR community to support implementation	• Significant lack of capacity in Personnel Administration (PE) occupational group to implement the new staffing regime • Brought about by high levels of movement and turnover due to retirements • Increasing proportion of inexperienced staffing professionals	• Inability of HR specialists to offer hiring managers advice and guidance to the extent required • Inadequate knowledge management and skills retention • Continuing significant demands for PSC guidance, support and training on the PSEA and for PSC staffing and assessment services • Opportunities for flexibility and innovation under PSEA not realized • Potential for old, ineffective staffing practices to prevail • High expectations for immediate improvements to the staffing system not fully realized	• Continue to offer guidance and support during transition to full PSEA implementation • Continue to support capacity-building in HR community, knowledge of the PSC Appointment Framework, and sharing of best practices • Continue to work with Canada Public Service Agency and the Human Resources Council on collective staffing for the PE community
Inadequate HR planning	• Departments and agencies have made progress in implementing planning to support staffing decisions, but work is incomplete and further efforts are needed to link plans to staffing strategies	• Lack of long-term view to planning staffing requirements and how they are integrated with business plans • Inhibits managers' ability to make appointment decisions quickly and in accordance with the PSEA merit criteria and the appointment values • Staffing that is reactive and handled on a case-by-case basis as required to fill a vacancy, rather than anticipating long-term needed, including Employment Equity objectives	• Promote the need for HR plans and their integration with business planning • Require organizations to demonstrate that key appointment decisions are consistent with their HR plans

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Insufficient data and information and ineffective accountability	• Given managerial discretion, potential for uneven adherence to staffing values and misuse of staffing flexibilities and authorities • Weak and uneven departmental monitoring and reporting systems • Proliferation and incompatibility of government-wide HR information systems	• Potential non-conformity with Appointment Framework • Difficulty verifying proper use of staffing flexibilities and authorities • Inability to ensure system-wide integrity of appointments	• Manage staffing system expectations and ensure managers understand the staffing values • Continue to communicate PSC expectations under Appointment Framework, including departments' and agencies' capacity to analyze staffing data and assess patterns and risks • Monitor adherence to staffing values and provide timely feedback • Improve and streamline reporting requirements to enable more timely and meaningful feedback and reporting

Internal Environment

Insufficient capacity in such areas as audit, investigations and policy monitoring	• The PSC continues its own change management in adapting to new roles and mandates, including strengthened oversight within the new legislative regime	• Potential challenges in fulfilling statutory mandate, and insufficient knowledge base to guide departments and agencies in modernizing staffing practices • Potential for incomplete information to support Parliament's interest in a modernized staffing system • Potential for oversight tools to miss problems that need to be corrected with respect to staffing or political impartiality	• Continue to build capacity and professional standards for audits • Strengthen capacity and processes to ensure effective carrying out of investigations • Consolidate resources and functions dedicated to preserving political impartiality of the public service • Succession and recruitment planning and learning plans to support employee engagement and retention • Implement revised results-based Departmental Staffing Assessment Report

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Delayed implementation of comprehensive e-resourcing staffing solution through the Public Service Staffing Modernization Project (PSSMP)	• Significant challenges and delays in contracting at PWGSC and previous delays in funding approvals causing PSSMP project delay of 4-6 months will slow staffing modernization • Delays force existing legacy systems to be in place even longer and require realignment with other government HR initiatives such as staffing modernization and public service renewal progress on the staffing component of the Common HR Business Process initiative • Opportunity costs associated with delay in providing a system that facilitates more efficient and effective operations and Canada-wide access	• Delayed transition to a modernized staffing system prevents managers from assuming their new roles • The lack of available funds to complete this work in 2008-2009 could result in even greater project delays • Expanded application of the National Area of Selection policy is at risk if the government's recruitment systems become outdated • Challenges in terms of supporting public service renewal if the government's recruitment systems cannot support increased staffing activities by departments • Challenges in terms of supporting the public service as employer of choice and modernizing the government's web presence and overall branding • PSSMP work will be stalled without funding being secured for 2008-2009	• Re-plan the project and realign project dependencies across government • Seek funding for 2008-2009 to complete the work • Vigorously promote e-resourcing tools that are common and integrated with other service innovations • Promote maximization of existing E-staffing tools, supported by PSC staffing and assessment solutions for departments • Promote leading practices in staffing and continued public service-wide buy-in and support for modernization • Maintain sufficient internal capacity to deliver the current e-resourcing solution • Offer learning and training sessions and provide departments and agencies direct access to the Public Service Resourcing System

RISKS	ASSESSMENT	IMPACTS	STRATEGIES
Inability to build sufficient capacity in critical new PSEA areas	• Difficulty in hiring and developing staff that require unique combination of expertise in human resources management with policy development, audit, evaluation, investigations, service transformation in an environment where individual skills are scarce	• Delays in fulfilling key aspects of PSC mandate under new PSEA • Difficulty conducting sufficient number of audits, evaluations and studies based on rigorous methodologies in order to make improvements to the staffing system and adequately report to Parliament • Inability to be a leader in investigation matters • Inability to deliver full range of new staffing and assessment services	• Pursue vigorous capacity-building strategies in key sectors • Pursue multi-year plan for audit • Implement new operational frameworks and procedures and recruit and train new investigators • Actively recruit and develop PE and ES resources through dedicated corporate efforts
Inability to manage effectively with cost-recovery authorities	• Difficulty in implementing an expanded cost-recovery model and determine demand for services • Despite increased delegation, demand for certain PSC services from organizations across the country continues to increase. • Inability realizing PSEA implementation and managers assuming new roles.	• Slower achievement of HR modernization and staffing system modernization • Inability to provide organizations with quality staffing and assessment services • Potential negative impact on relevance and reputation of PSC staffing services	• Strengthen capacity to manage demand for services, and resources involved in financial management • Implement processes to manage efficiencies and effectiveness of service delivery, including client satisfaction
Ineffective HR and succession planning and human resources strategies to meet resourcing and development needs of the PSC	• High executive and staff turnover • Over-reliance on internal staffing and insufficient external recruitment (i.e., lack of programs for PE and ES recruitment and development) • Corporate memory at risk with upcoming retirements and ongoing movement	• Lack of human resources to meet the future leadership and other resourcing needs of the PSC • Diminished opportunities for career growth and development • Lack of corporate memory	• Implement corporate-wide HR planning and succession planning processes • Develop knowledge retention strategies • Improve learning and development opportunities for staff • Embrace flexibilities in the new PSEA by innovating HR services and tools • Implement ongoing survey of employees to understand issues

SUPPLEMENTARY ORGANIZATIONAL INFORMATION

The **Senior Vice-President, Policy** carries out key policy development and oversight functions in support of the *Public Service Employment Act* (PSEA). The Senior Vice-President is accountable for: the interpretation, application and development of policies under the PSEA, including aspects related to equity and diversity and the political activities of public servants; negotiating, monitoring and evaluating deputy heads' exercise of their delegated staffing authorities and recommending corrective action as needed; managing the administration of priority entitlements; contributing to the future-oriented vision of the Public Service Commission (PSC) as an independent agency and developing strategic policy frameworks; managing the development of the PSC's Annual Report and coordinating the full implementation of the PSEA with departments and agencies.

The **Vice-President, Audit, Evaluation and Studies** conducts public service-wide independent audits, studies and evaluations to provide objective information, advice and assurance to Parliament, and ultimately Canadians, on the integrity of the appointment process, including the protection of merit and non-partisanship. In addition, the Vice-President, Audit, provides appointment data and analysis in support of the PSC's oversight role and information needs of departments and agencies.

The **Vice-President, Investigations** conducts investigations and promotes the use of alternative dispute resolution methods. The Vice-President is mandated to conduct several types of investigations related to external appointment processes; non-delegated internal appointment processes; allegations of politically influenced appointments and fraud; improper political activities; and, at the request of deputy heads, investigations of delegated internal appointment processes. In addition, the Vice-President, Investigations, conducts appeal hearings and investigations related to selection and staffing processes that were initiated under the old PSEA.

The **Vice-President, Staffing and Assessment Services** develops, implements and delivers recruitment, staffing and assessment systems, programs, services and products for use across the public service; provides recruitment services to all clients and staffing services to organizations (under non-delegated and delegated authorities) which require our services, or who have lost all or part of their delegation as a result of a PSC oversight activity; and develops and implements service strategies, policies and structures.

The **Vice-President, Corporate Management** develops and monitors corporate management planning frameworks and policies related to the Management Accountability Framework, finance, human resources management, information technology, communications and other administrative and support services; provides central services and systems in support of all PSC programs, including the offices of the President and Commissioners; and formulates and implements policies, plans, guidelines, standards, processes and procedures to support the decision-making process of the Commission.

KEY RELATIONSHIPS

The Public Service Commission (PSC) works collaboratively with the following major organizations and stakeholders:

- **Parliament**, to which we are accountable for the overall integrity of the appointment system and the political neutrality of the public service, through regular and special reports, including those related to audit findings; appearances before committees (for example, Commons committees on Government Operations and Estimates, Official Languages, and Access to Information, Privacy and Ethic and Senate committees on National Finance and Human Rights); and direct communication with members of Parliament when required. Additionally, we maintain our capacity to independently interpret and exercise our powers in the best interests of Canadians.
- **The Clerk of the Privy Council**, who is the head of the public service and with whom we provide support in strengthening and renewing the public service.
- **Canada Public Service Agency,** whose mandate is to coordinate the overall implementation of the new *Public Service Modernization Act* and the people component of the Management Accountability Framework.
- **Canada School of Public Service,** which is the common learning service provider for the public service of Canada and with whom we consult in providing departments and agencies support and learning tools.
- **Other Organizations supporting Parliament**, including the Office of the Auditor General, who also assist Parliament through independent audits and oversight and with which the PSC exchanges information on roles, responsibilities and issues concerning the support of Parliament.
- **Human Resources Management Advisory Committee**, with whom we discuss emerging issues and major initiatives, and review policy coherence and inter-organizational alignment of priorities and resources.
- **Public Service Commission Advisory Council**, where we participate in regular meetings with departments/agencies and bargaining agents to discuss issues and receive advice related to the PSC's responsibilities under the *Public Service Employment Act*.
- **Hiring managers and human resources specialists**, including the National Managers' Community and the National Staffing Council, who, together with the PSC, are critical to creating a modernized human resources (HR) management system for the benefit of Canadians.
- **Human Resources Council,** which works in partnership with departmental and agency HR organizations, central agencies and the PSC in identifying and addressing HR management concerns and interests with respect to strategic HR matters.
- **Academics and external experts**, to develop effective and innovative practices under the Appointment Framework, to strengthen the PSC's approach to oversight and to develop a new regime for the political activities of public servants.
- **International organizations and merit protection agencies across Canada and in other countries,** to exchange information on key developments and best practices.
- **Public service employees,** who receive support managing their careers and applying for positions, and **Canadians**, to whom the PSC provides access to a wide range of challenging public service employment opportunities.

CONTACTS FOR FURTHER INFORMATION

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Information on the Public Service Commission may be obtained at: http://www.psc-cfp.gc.ca/

Supplementary information, on the following tables, can be found on the Treasury Board Secretariat's website at: http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

- Internal Evaluations
- Internal Audits
- Green Procurement
- Services received without charge
- Sources of Respendable and Non-Respendable Revenue

COMMON ACRONYMS

Acronyms	Description
CPSA	Canada Public Service Agency
CSPS	Canada School of Public Service
EAO	Exclusion Approval Order
EMC	Executive Management Committee
FTE	Full-Time Equivalents
HR	Human Resources
MAF	Management Accountability Framework
NAoS	National Area of Selection
PAA	Program Activity Architecture
PE	Personnel Administration Occupational Group
PSC	Public Service Commission
PSEA	*Public Service Employment Act*
PSOLEAO	Public Service Official Language Exclusion Approval Order
PSMA	*Public Service Modernization Act*
PSRS	Public Service Resourcing System
RPP	Report on Plans and Priorities
SASB	Staffing and Assessment Services Branch
SLE	Second Language Evaluation
SMAF	Staffing Management Accountability Framework
TBS	Treasury Board Secretariat